

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

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PART I

FOR INFORMATION

OUR FUTURES PROGRAMME – WORKFORCE UPDATE

1. Purpose of Report

This report is to update the Members of the Employment and Appeals Committee of the progress in the Our Futures programme, since the last update in June.

2. Recommendation(s)/Proposed Action

The Committee is requested to note the contents outlined in this report.

3. Supporting Information

3.1 In June Members were presented with details of the business case for change for the implementation of a New Operating Model for the Council as part of the Our Futures (OF) Programme. At that stage Phase 1 of the OF programme was being actioned.

3.2 The original delivery plan entailed creating a new operating model for the Council which was prompted by the rising demand for Slough's key services in the context of reduced Government funding. The business case also reflected the Council's ambition to be a 'world class' organisation, with a sustainable cost base and a 'one council' staff team.

4. Phase 1 – Update

4.1 The Council launched the senior leadership team consultation for a reorganisation on the 3rd June 2020 which has now concluded.

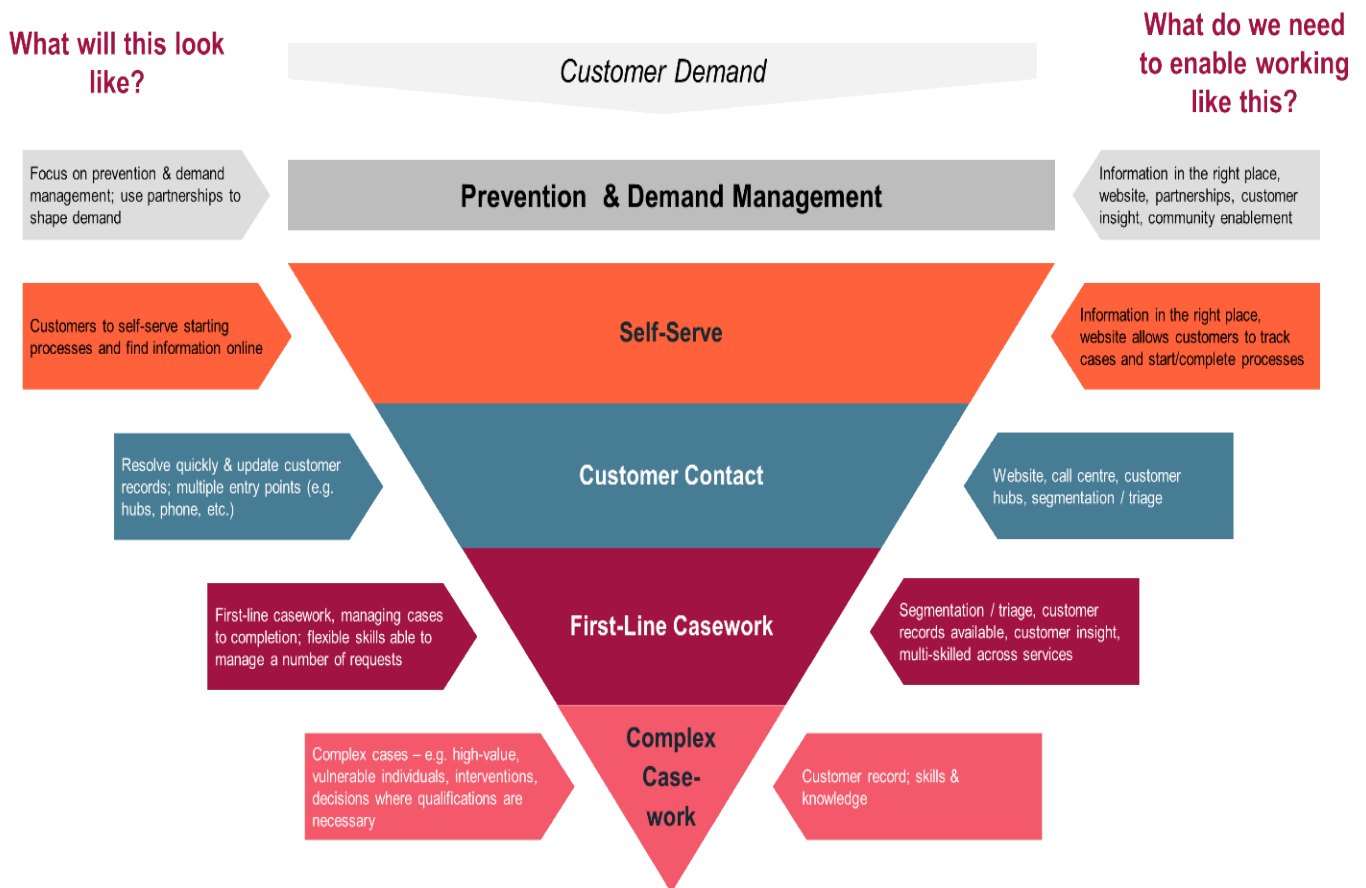
4.2 The proposals of the consultation have been implemented which included a selection process for the newly created Associate Directors roles and the two vacant Executive Director posts.

4.3 8 of the 12 Associate Directors have been recruited and the remaining 4 roles are being recruited externally. All the Executive Directors posts have been recruited through the consultation process.

5. Phase 2

5.1 As highlighted previously, Phase 2 of the OF programme (formation of a new operating model) is a much larger programme affecting all staff below the Senior Leadership Team created in Phase 1. It is not anticipated that there will be large scale redundancies as the Council has vacant posts. Within Phase 2, as we have done in Phase 1, the council is implementing a new 'job family' framework. This will remove the need for individual job descriptions to be created and ensure that there is consistency of terms and conditions across the council.

5.2 The report in June also outlined the main thrust of this OD programme is also to centralise the business delivery operations of internal administration as far as is possible and to create a more robust front-end service for customer facing roles. The latter is intended to deal with the majority of first point of contact enquiries from our residents, after the initial offer of self-help via our online service portals. See diagram below.



5.3 The consultation process for Phase 2 is scheduled to be launched on Wednesday 21st October. Managers are being briefed by the Senior Leadership Team on the consultation process and their roles and responsibilities of supporting their team members' through the process.


- 5.4 Workshops have been designed to support managers who will be experiencing significant change and provide them with tools and techniques to successfully manage it. These managers will also have an additional element which will be around leading their teams through this change period. A further workshop has been designed to support staff preparing to apply for roles and interviews providing them with tools and techniques to increase success.
- 5.5 At the meeting in June, the committee was advised that there were five job families that were proposed as detailed below.

WHAT WILL SLOUGH'S JOB FAMILIES BE?



Customer Delivery

The **Customer Delivery** job family encompasses staff in customer-facing roles responsible for providing services to Council customers on a reactive basis (e.g. customer services). Individuals within this family will be equipped to resolve the majority of customer issues but will also be able to triage more complex matters to other families as required.




Operational Delivery

The **Operational Delivery** job family encompasses staff in customer-facing roles responsible for the delivery of the Council's "bread and butter" services to Slough residents and communities (e.g. repairs and maintenance, housing development, street scene, non-specialist social work).




Business Delivery

The **Business Delivery** job family encompasses staff in inward-facing roles that support the day-to-day corporate operation of the Council (e.g. administrative support, IT, meeting facilitation). This family also includes roles tasked with driving the ongoing improvement and development of the Council (e.g. data and insight, sustainability, partnership working).



Specialist Delivery


The **Specialist Delivery** job family encompasses staff who have developed a high level of specialist knowledge in a narrow subject field (typically demonstrated through the attainment of a professional qualification). These roles will have minimal direct interaction with customers (with the exception of those handling complex case-work). They will also have reduced operational management responsibilities relative to roles of the same seniority in other families.



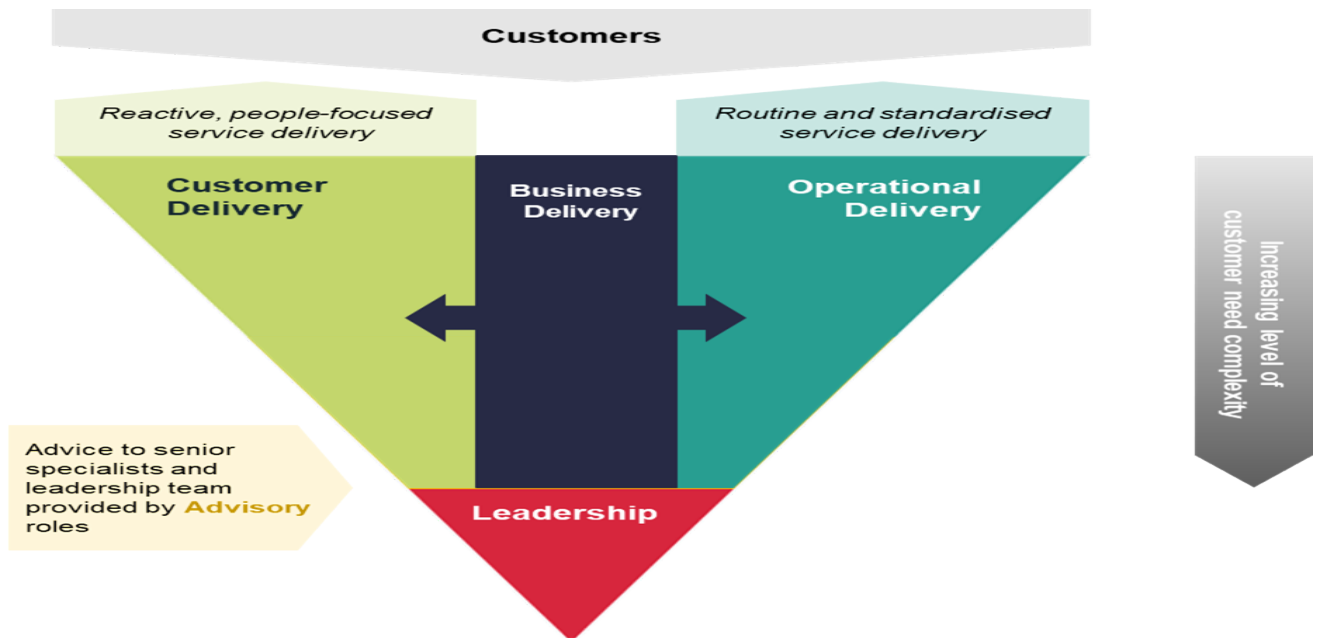
Leadership

The **Leadership** job family encompasses SBC's most senior leadership personnel up to and including the Chief Executive, responsible for leading the operational delivery of the Council's strategic objectives.

The job families model also includes a small pool of **Advisory** roles. Individuals in **Advisory** roles will provide senior specialist advice directly to members of the **Leadership** family.


3 SLOUGHOURFUTURES

- 5.6 However, this has been revisited and the 'specialist' family has been removed. This was following a review that highlighted the "cross-over" between the other Delivery Groups that was leading not only to duplication and repetition, it was also reducing the opportunity for staff development and progression within these delivery groupings.
- 5.7 In addition, there will be a small pool of senior advisory specialists who will not be allocated to a job family; their remit is to provide high level expertise and advice to specific business areas and the Leadership Team. Below is a diagram which shows how the job families will support the new Operating Model.



6 **Competency Frameworks**

- 6.1 As part of the overall framework the council will introduce a competency framework to support the organisational design and the job families and identify a similar framework for the rest of the Council to the Leadership Framework that was part of Phase 1 consultation.

7 **Agency Workers**

- 7.1 Agency workers are not included in the main reorganisation of the council and although Agency workers will have access to information about job roles, the council will provide job access and redeployment opportunities to all permanent employees first. The Council remains committed to reducing reliance on agency usage that will form part of the work in the coming months. Agency workers will be welcomed and encouraged to apply for permanent vacancies after permanent employees have all been considered for roles.

8 **Timescales**

The Phase 2 timeline is already in action and the key dates are noted in the table below:

Preparation for Phase 2	Ongoing
Consultation period	Launched proposed Wednesday 21st October 2020
Implementation of proposals	December to March
Embedding and review of the New Operating Model	During the financial year 2021/ 2022

9 Costs and savings

Phase 2 will help to deliver towards the Our Futures savings target, approximately £4.3m. The majority of these savings will be made through the OD programme, from a reduction on agency revenue expenditure and revenue expenditure. Most of these savings will be achieved by efficiencies in managing processes and ways of working; this will not be achieved by large scale headcount reductions by redundancies. However, there are vacancies which will be reviewed and will, be taken out of the establishment where possible, the council may also reduce headcount through redeployment into vacancies and through natural attrition rates.

There will be some redundancy costs which will be reported separately, as the costs emerge.

10. Background Papers

None

11. Appendices

None